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President: Mr. García González (Vice-President) ..... (El Salvador)

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In the absence of Mr. Sajdik (Austria), Mr. García González (El Salvador), Vice-President, took the Chair.

The meeting was called to order at 10.15 a.m.

Operational activities of the United Nations for international development cooperation

(a) Follow-up to policy recommendations of the General Assembly and the Council (A/68/658-E/2014/7 and A/69/63-E/2014/10)

(b) Reports of the Executive Boards of the United Nations Development Programme/United Nations Population Fund/United Nations Office for Project Services, the United Nations Children's Fund, the United Nations Entity for Gender Equality and the Empowerment of Women, and the World Food Programme (E/2013/34/Rev.1, E/2014/49 and E/2014/51)

1. **Mr. Llorentty Solíz** (Plurinational State of Bolivia), speaking on behalf of the Group of 77 and China, said that the Group took note of the Secretary-General's report on the implementation of the General Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system (A/69/63-E/2014/10) and looked forward to more comprehensive, objective, coherent, analytical and evidence-based monitoring and reporting on the implementation of that resolution . Efforts to implement the resolution must be sustained in order to ensure positive outcomes in the field. The Organization's operational activities for development and its capacity to assist developing countries in achieving their development goals should be strengthened. That would require continued improvement in the effectiveness, efficiency, coherence and impact of the United Nations, and a significant increase in its resources.

2. The universal, voluntary, grant and multilateral nature of United Nations operational activities for development must be maintained, along with their ability to respond to the development needs of programme countries in a flexible manner. Furthermore, the quadrennial comprehensive policy review outcomes must be implemented in a full and timely manner, particularly by United Nations funds, programmes and specialized agencies. The Group regretted that several mandates contained in resolution 67/226 remained unfulfilled, including the definition of the concept of critical mass of core resources, which was supposed to have been presented by December 2013.

3. The Group reaffirmed that the quality and quantity of funding should be improved. Despite repeated calls from the General Assembly, the imbalance between core and non-core funding had increased over time and the resultant risk of fragmentation, overlapping, higher transaction costs and inefficiencies posed a serious challenge for the implementation of the mandates stemming from the quadrennial comprehensive policy review and the strategic plans approved by Member States. The United Nations development system now relied mostly on non-core funding, which was unpredictable, caused competition among organizations, and did not reflect the systemic values of the United Nations development system, but the particular interests of specific countries. The Group was also concerned that the core ratio for operational development activities had been declining recently, representing only 28 per cent in 2012, thus accentuating the imbalance between core and non-core resources.

4. The Group of 77 and China deeply regretted that official development assistance had decreased again in 2012, marking the second time it had done so for two consecutive years. As that decline had a negative financial impact on many developing countries, the Group called urgently for a reversal of that trend so as not to exacerbate the situation in least developed countries. In addressing long-term development challenges, the operational activities for development must take into account the need to promote national capacity-building in developing countries. The United Nations could make a significant contribution in that regard by making the full range of its services more readily available to recipient countries through its development system, including the regional commissions.

5. Programming instruments at country level could be further streamlined and United Nations Development Assistance Frameworks, where existing, should serve as an overarching strategic framework for agency programming; they should not become rigid instruments that prevented the flexibility needed in the field. The Group would like to know what the United Nations development system had done to date to address the challenge of eradicating poverty called for following the quadrennial comprehensive policy review. A "one size fits all" approach was not suitable

for the "Delivering as one" initiative, which could only be implemented at the request of interested Member States. Furthermore, the necessary flexibility for countries opting to continue participating in the initiative or to revert to other methods of cooperation must be ensured.

6. The Group reiterated its call to United Nations funds, programmes and specialized agencies to continue taking concrete measures to mainstream support for South-South and triangular cooperation, thus enabling developing countries to build their capacities and maximize the benefits of such cooperation. The Group was unwavering in its desire to address the current "utilitarian model" for the composition of the funds and programmes, which was based on the principle of greater representation for those that contributed the most to the United Nations system. That model only reflected and deepened existing inequalities and perpetuated them over time. The Group advocated a more democratic structure based on the principle of equitable geographical representation. It therefore called for serious discussion on how to modify the current governing structures to bring them in line with the Organization's values.

7. **Ms. Vraila** (Greece), speaking on behalf of the European Union and its member States; the candidate countries Montenegro, Serbia and Turkey; the stabilization and association process countries Albania and Bosnia and Herzegovina; and, in addition, Armenia, Georgia, the Republic of Moldova and Ukraine, noted that the European Union welcomed the ongoing progress in implementation of the mandates stemming from the quadrennial comprehensive policy review as well as the United Nations Development Group's review of existing funding modalities in support of the Resident Coordinator system. All funds, programmes and specialized agencies should implement the cost-sharing arrangement to ensure that the necessary resources were made available so as to enhance impact at country level. They should also fully implement the adopted standard operating procedures for countries wishing to join the "Delivering as one" initiative. The new agreement on cost-recovery frameworks struck by the United Nations Development Programme, the United Nations Population Fund, UN-Women and the United Nations Children's Fund, and the fact that the respective strategic plans of those organizations focused on system-wide synergies to deliver results, were also appreciated. A key feature of that convergence was the selection of common indicators for monitoring under the quadrennial comprehensive policy review.

8. The European Union called for full implementation of the mandates from that review, including the simplification and harmonization of business practices and the streamlining of programming, funding, reporting and accountability mechanisms, in particular through the management and accountability framework. The operational activities segment provided an important opportunity to put in place a robust and coherent mechanism to monitor and report on that implementation. The collaborative efforts of the United Nations development system and progress made by using consistent indicators, while keeping transactions costs and reporting burdens to a minimum, were noteworthy and must be pursued.

9. Financial flows to the development system had increased substantially over the last 15 years. While recent growth had been concentrated in the non-core category of resources, core resources were the bedrock of the United Nations development agencies. Additional non-core resources — when aligned with national priorities and the strategic plans of those agencies — could play an important complementary role to core funding. Non-core resources must be made more predictable, flexible and less earmarked, including by favouring pooled, thematic and joint funding mechanisms at global, regional and country levels.

10. Member States shared a collective responsibility to ensure adequate and timely funding of the work and budgets approved by the governing bodies of development agencies. The European Union therefore looked forward to the structured dialogues to be held in 2014 on the financing of agreed development results. All funding should be delivered in a coherent manner that responded to the needs of programme countries in line with the respective mandates of the implementing funds and programmes, and should generate maximum development impact. The principles confirmed at the Busan High Level Forum on Aid Effectiveness should guide the funding practices of all Member States. Equally, the United Nations system should continue to develop and put in place robust results frameworks and results-based management systems as called for in the quadrennial comprehensive policy review.

11. At a time of strained national budgets, when all donors needed to make special efforts to fulfil their

official development assistance commitments, effective and efficient use of the scarce resources available was all the more important. The European Union would continue to support the United Nations system in its development efforts.

12. **Mr. Momen** (Bangladesh), speaking on behalf of the least developed countries, recalled yet again that the least developed countries were the only recognized group that had been established by the United Nations. As such, the use in the report of the Secretary-General (A/69/63-E/2014/10) of expressions such as "low-income", "lower-middle income" countries, which were not United Nations categories, was cause for concern. Entities outside the United Nations should follow the Organization's lead and apply its methodologies, not the other way round. He therefore requested the Council to take the initiative and approach relevant stakeholders to ensure that they honoured the wishes of the Member States in that regard.

13. The report of the Secretary-General also suggested that the shift of the majority of the world's poor away from the world's poorest countries and the increase in inequality in middle-income countries would affect the role of the United Nations development system in the post-2015 development agenda. Nonetheless, the least developed countries still needed the most attention, as lack of capacity and resource constraints were more prevalent in those countries. While poverty mainly attributable to unequal income distribution was an issue of concern to and affected all countries, the Member States and the United Nations development system at large must not undermine or ignore the plight of least developed countries nor decrease any existing and future support for them.

14. On the issue of the allocation of funds in the activities of the funds, programmes and specialized agencies, the trend over the last five or six years showed a decline in the percentage of funds dedicated to development assistance for least developed countries even as the need skyrocketed. It was imperative to stop immediately and reverse that alarming trend to ensure that least developed countries did not suffer in development programmes. In that regard, the group referred to decisions 2012/1 and 2012/28 of the Executive Board of the United Nations Development Programme, in which the Board reiterated the allocation to least developed countries of a minimum of 60 per cent of its TRAC 1 resources. He called on the Executive Boards of all United Nations funds and programmes to give priority to the allocation of operational resources to least developed countries, as mandated by the General Assembly repeatedly. Also, resources allocated to each of those countries should be committed to programmes and funds aimed at poverty eradication and sustainable development.

15. The drop in the ratio of core resources in United Nations development activities to 28 per cent in 2012 highlighted the urgent need to restore the balance between core and non-core resources. It was critical for the United Nations development system to operate with more core resources, which would provide the necessary flexibility and stability for successful implementation of the mandates derived from the quadrennial comprehensive policy review.

16. Lastly, with poverty eradication as the overarching goal of the post-2015 development agenda, the United Nations must focus its attention on helping the least developed countries, something that would also benefit the entire global population through increased economic activity, social interaction and joint environmental protection efforts. The Council should continue to fulfil its role actively and the United Nations funds, programmes and regional commissions must work in partnership to help achieve the goal of a world that was free of hunger and extreme poverty and that was equally proud to promote technological miracles and innovation as it was to promote equitable, pro-people, pro-poor and sustainable development for all.

17. **Mr. Liverpool** (Antigua and Barbuda), speaking on behalf of the Caribbean Community (CARICOM), said that to ensure that the United Nations development system was adequately equipped to deal with the many challenges associated with operational activities and emerging issues, its operations should be guided by its ability to respond to the development needs of recipient countries in an objective and flexible manner. The support provided by the United Nations development system must also be provided in a coordinated and coherent manner.

18. The quantity, quality and predictability of development assistance from the United Nations system constituted a central priority for developing countries. As such, the alarming imbalance between core and non-core resources for operational activities must be addressed as a matter of extreme importance. The increasing shift from core to non-core funding

resources had many repercussions on the United Nations system, including at country level. It was therefore critical to restore the balance between those resources and to ensure an expanding and adequate base of resources for development. The quadrennial comprehensive policy review, representing an important shift in reshaping the United Nations development system, provided the necessary guidance in the administration of operational activities for development. It was thus all the more essential for operational activities to be linked directly with national plans and priorities in order to respond effectively to the development needs of recipient countries.

19. The success of the United Nations development system hinged on adequate and predictable funding. The Organization's operational activities for development should complement national development plans and be free of conditionalities. It was therefore critical to determine how to enhance core, predictable and timely development funding in order to achieve the consistent, relevant and effective delivery needed to revitalize official development assistance flows. Consequently, the United Nations system must be more innovative in attracting financing while being cost-effective. Funds and programmes must go beyond advocacy and monitoring: allocating greater shares of funds towards targeted developmental interventions would increase benefits. System-wide coherence was commendable to the extent that it helped to reduce financial waste, including by lowering transaction costs for recipient Governments.

20. While noting the positive steps undertaken by the United Nations Development Group, the Caribbean Community deemed further streamlining critical to avoid duplication of work and competition between United Nations agencies. Continued collaboration between recipient countries and the development system at country level was also vital to ensure that the United Nations Development Assistance Frameworks were consistent with national priorities and policies. The Caribbean Community also called for a strengthened and integrated approach to the capacity-building support that Resident Coordinators provided. The latter should nonetheless coordinate with national authorities in a transparent manner in executing their mandates.

21. The Caribbean Community continued to be a strong advocate of increased South-South and triangular cooperation as a useful tool for furthering development objectives. United Nations funds, programmes and specialized agencies should continue to mainstream support for such forms of cooperation in their strategic plans. With some of the Millennium Development Goals yet to be achieved, the discussions on the post-2015 development agenda provided a chance to address the failures and missed opportunities that stemmed from inadequate resourcing. The United Nations development system must be given the requisite resources to support the effective implementation of the development agenda in programme countries.

22. **Mr. Versegi** (Observer for Australia), also speaking on behalf of Canada, said that regardless of the outcome of the post-2015 agenda discussions, the United Nations system and the international community as a whole must be able to address emerging challenges, opportunities and changing dynamics. Already a ground-breaking step in United Nations reform, the quadrennial comprehensive policy review, in its 2016 iteration, would be an opportunity to take reform to the next phase. Possibilities and priorities for the post-2015 development system must be identified in a transparent, consultative and comprehensive process, with particular attention to funding, partnerships, governance and efficient programme delivery at country and regional levels. In the meantime, reforms already underway must be pursued.

23. Funding was decidedly key in ensuring better results and efficiency. More work was needed to improve the quality of funding received and to diversify sources, and structured dialogues on financing the results outlined in strategic plans would be welcome. Ways must be found to enhance complementarities between core and non-core funding — and the flexibility of the latter — and to harness the potential for new sources. A clear definition of the concept of a critical mass of core resources was also needed. That did not mean determining a set proportion of non-core as opposed to core funding, but improving clarity on the base costs that should be financed by core funds and were required for agencies to deliver on their strategic plans. Nonetheless, much progress had already been made through harmonized and more transparent cost classifications and budgets.

24. Extensive reform was also required in the Organization's work in transition and post-crisis

situations. In light of the undeniable, albeit non-linear, linkages between humanitarian, peacebuilding and development activities, the United Nations must play a crucial role in providing a coherent, holistic and integrated response. National efforts for transitional activities should be further strengthened to build preparedness and resilience and to catalyse development. All too often, the three arms of the Organization worked in parallel, rather than as one. Agencies must harmonize and simplify their programming instruments, processes and business practices to offer a coordinated response in support of national efforts in countries in transition and take further steps towards true integration.

25. Gender equality should remain a key focus of the development agenda. Despite the positive signs from the roll-out of the System-wide Action Plan on Gender Equality and the Empowerment of Women, Canada and Australia would welcome disaggregated data for individual agencies, which should be annexed to their annual reports on gender equality. They would also monitor efforts to ensure that more United Nations development entities met the Action Plan standards by 2017. The widespread inadequacy of gender analysis in system entities' strategic planning documents should be addressed over the remaining years of the quadrennial comprehensive policy review.

26. In addition to the important functional reforms underway, Canada and Australia valued the standard operating procedures for guiding operations in programme countries, including the "Delivering as one" countries, as well as the efforts made to improve the United Nations Development Assistance Framework, not only as a planning tool but especially as a results-oriented instrument. A strengthened Resident Coordinator system was also important and agencies must take steps to ensure that Resident Coordinators' views were fully reflected in performance assessments and that they were authorized to amend development assistance frameworks as required. Full and timely implementation of the cost-sharing agreement by all members of the United Nations Development Group was equally essential.

27. Australia and Canada appreciated the simplification and harmonization of business practices and looked forward to updates on the business operations strategy. The High-Level Committee on Management should develop tools for non-"Delivering as one" countries and extrapolate further how operating procedures could be modified and applied universally, including in multi-country office settings where there was an obvious need for efficient, streamlined approaches at all levels.

28. The quadrennial comprehensive policy review monitoring and reporting framework, together with the new results frameworks of a number of the United Nations funds and programmes, represented genuine progress towards a system-wide culture of results-based management. Real results would be essential for the United Nations system in the new development landscape and the reporting received by the Council was critical. The decision to change the calendar of the operational activities segment had evidently disturbed the development system's reporting cycle and unintentionally undermined the Council's ability to undertake its oversight mandate fully. There was no simple solution to the problem of making changes to the reporting cycles of funds and programmes. Regrettably, the only solution was to consider the option of moving back the dates of the operational activities segment to the middle of the year.

29. **Ms. Mørch Smith** (Observer for Norway) said that the unique role of the United Nations, owing to its legitimacy, universality and broad country presence, must be strengthened in the light of a changing development landscape. The quick response of the United Nations development system to the expectations for continued reform contained in resolution 67/226 was appreciated. Her delegation welcomed the establishment of a consistent quadrennial comprehensive policy review monitoring framework, which would form a good basis for meaningful and systematic monitoring without overburdening the system with reporting requirements. However, baselines and targets were still largely missing and should be implemented without delay in order to assess progress. She encouraged all other relevant entities to emulate those that had incorporated indicators from the review in the organization-wide results frameworks accompanying their strategic plans for 2014-2017. The strengthened role of the Council was appreciated; in particular its operational activities segment.

30. Norway expected that the monitoring framework would enhance the evidence base for assessing progress and feed into more analytical reports of the Secretary-General, thereby improving informed dialogues in the Council. However, her delegation was concerned that the current funding of the United

Nations development system might constrain commonly agreed reform efforts and the ability to achieve results at country level. The continued imbalance between core and non-core resources and the high level of strictly earmarked funding were disincentives to system-wide focus and coherence and could distort common priorities and increase fragmentation, unhealthy competition as well as transaction costs. Non-core resources must become more predictable and flexible and the donor base broader.

31. Structured dialogues in the governing bodies of the organizations were urgently needed. That required a comprehensive overview of the importance of different types of earmarked funding, beyond what was presented in the Secretary General's report (A/69/63-E/2014/10). Continued efforts to improve incentives to enhance core funding and flexible earmarked funding were needed, through more equal burden-sharing between core and non-core funded programmes and projects. Reform at country level required an empowered Resident Coordinator. Not all entities had yet lived up to the United Nations Development Group's cost-sharing agreement. Member States must therefore ensure that the entities that were lagging behind reflected their allotted share of the costs of the Resident Coordinator function in their budgets.

32. The United Nations development system must prove its continued relevance by documenting results to demonstrate that simplifying and harmonizing planning instruments and processes led to better results. Improved system-wide results reporting by agencies and common results reporting at country level were needed. The system should also demonstrate its ability to adjust to a changing development landscape. She called for an open and frank discussion about the areas of work of the United Nations development system in different countries and the division of labour within the United Nations and between the Organization and other actors, with better coherence between the development system and political and integrated missions in conflict-ridden countries.

33. **Ms. Colín Ortega** (Observer for Mexico) said that her Government supported the "Delivering as one" initiative and attached particular importance to the establishment of the interim coordination mechanism to evaluate operational activities for development, as a tool to strengthen national capacities for statistical analysis and data collection. As a country that was both a beneficiary of and a participant in international development cooperation, Mexico sought to increase the quantity and quality of its cooperation while also maximizing the results of the assistance it received. In that regard, it recognized the increasing complexity of the development cooperation architecture and the need for a commensurately effective response from the United Nations system. The system was a vital partner in mobilizing the capital needed for innovative financing schemes, such as public-private partnerships and development banks. More progress was needed to reduce administrative and financial obstacles within institutions.

34. Members of the United Nations system should promote and institutionalize mechanisms for communicating and exchanging ideas and establishing partnerships with key national actors, such as civil society organizations, based on leadership, relevant experience and comparative advantages. The business models of United Nations entities must also be examined through that lens in order to enhance their impact on crucial development issues, using internationally agreed normative principles and an evidence-based, methodologically rigorous decision-making process.

35. In light of the impact of the decline in official development assistance on middle-income countries, including her own, the design of the new international development architecture must take into account the specific needs of those countries. Mexico supported the search for new criteria for the classification of countries in discussions that had an impact on international cooperation allocations and the strengthening of multilateral support for middle-income countries. With the fiscal constraints faced by traditional donors and the resultant decrease in development assistance, South-South cooperation would be playing a more and more important role, but would continue to be complementary to North-South cooperation. Countries of the global South must therefore become part of global development efforts on the basis of common yet differentiated responsibilities.

36. The United Nations system was a strategic partner in the design, formulation and implementation of South-South and triangular cooperation activities and an important ally in cooperation within the country. Out of its commitment to the United Nations system and South-South cooperation, her country had been the first to include the establishment of a global

development partnership as a priority area in its United Nations Development Assistance Framework for 2014 to 2019. She hoped that the United Nations system would support the efforts made by Mexico to strengthen its position as an effective partner in regional and international development cooperation.

37. The discussions on the formulation of the post-2015 development agenda provided an opportunity to define responsibilities in line with the experience of United Nations agencies and within Member States. To that end, her country was committed to following the work of the Council and cooperating constructively with Member States and the Secretariat on updating the United Nations development mechanisms.

38. **Mr. Khan** (Indonesia) said that the United Nations should continue adapting its practices to the changing development landscape in order to remain relevant and retain its unique role. With the adoption of the quadrennial comprehensive policy review resolution, most concerns about repositioning the United Nations system in the development landscape were being addressed. The review had provided system-wide strategic guidance to ensure the relevance, effectiveness, efficiency, coherence and impact of the system's activities in responding to the evolving international development and cooperation environment as well as to the modalities of country-level presence. How well the United Nations system adapted to the important changes taking place would depend on how it translated the mandates stemming from that review into evidence-based results at all levels. The Council had the responsibility to monitor the full implementation of those mandates to ensure that the United Nations development system was proceeding in the right direction.

39. Although it was not a substitute for but only a complement to North-South cooperation, South-South cooperation was gaining in prominence in the international development cooperation architecture. It could make a real difference by offering viable opportunities for developing countries to achieve economic growth and internationally agreed development goals. He therefore urged the United Nations development system to mainstream South-South and triangular cooperation into the regular country-level programming of operational activities for development. In that connection, support mechanisms at the global and regional levels must be strengthened, including drawing upon the knowledge networks of global entities and the capacities of the regional commissions and the United Nations development system regional teams. Lastly, developing countries must be given support, at their request, to develop their capacities to maximize the benefits and impact of South-South and triangular cooperation.

40. **Mr. Mackay** (Belarus) said that Member States and the United Nations development system must focus their efforts on establishing achievable sustainable development goals that must be supported by financial resources. To that end, the funds and programmes should provide concrete proposals for increasing core resources, in line with the decisions of their executive boards. As the reduction of country offices and core funding was caused primarily by a decline in contributions from traditional donors, the funds and programmes should also work actively to ensure that developed countries fulfilled their official development assistance obligations and to find non-traditional donors. In that connection, the creation of an intergovernmental body for financing for development deserved further attention; such an entity could be a subsidiary body of the Council.

41. The United Nations development system should ensure that it addressed the diverse development needs of middle-income countries in a coordinated manner, as called for in General Assembly resolution 68/222, taking into account the use of variables that went beyond per capita income criteria. Belarus expected United Nations funds and programmes to provide significant input to the next report of the Secretary-General, which would contain proposals for ensuring more effective and carefully coordinated cooperation with those countries. The Council should also take steps to promote the Organization's efforts to assist middle-income countries, including by considering the development needs of those countries under a separate agenda sub-item. His delegation would work with interested parties to achieve that goal. It also called on the funds and programmes to prevent a reduction in financing for country programmes and to simplify the procedures related to their documentation.

42. To reduce costs, action plans for implementing country programmes should be replaced with a comprehensive development assistance framework. While the United Nations development system's approach to gender equality and women's rights was commendable, such issues could not effectively be considered outside the context of protection of the

family. As the foundation of society and a crucial tool for combating poverty, violence and social injustice, the family must remain central to the activities of the United Nations development system and Member States. He called on the United Nations operational entities to include the topic of the family in their programmatic activities and on the Council to add an item on the family and development to its agenda and to consider adopting a resolution on the family's contribution to sustainable development.

43. **Ms. Nicod** (Observer for Switzerland) said that the quadrennial comprehensive policy review provided robust guidance on how the United Nations development system could be made fit for purpose in the post-2015 era. Switzerland welcomed the progress made with the adoption of the standard operating procedures, the Resident Coordinator system cost-sharing agreement, the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women, and the interim mechanism for United Nations system-wide evaluation. However, several mandates derived from the policy review had yet to be addressed, including those related to funding and harmonization of business practices.

44. In the light of the growing imbalance between core and non-core resources for development-related activities, her Government would be contributing a significant part of its funding to the United Nations development system through core and multi-year contributions whenever possible. While joint programmes could help address both resource-related challenges and aspects of "Delivering as one", her delegation was concerned by the decline in contributions to the One UN Fund at the country level. The United Nations Development Group plan of action, which addressed the headquarters-level bottlenecks that had prevented United Nations country teams from achieving the desired efficiency gains under the "Delivering as one" approach, was also welcome.

45. Her delegation supported the Group's recognition that the interlinkage of key actions across the five pillars of "Delivering as one" were critical and that the "Operating as one" pillar represented a significant share of actions among the five pillars. For various mandates stemming from the quadrennial comprehensive policy review, particularly those relating to simplification and harmonization of business practices and to results-based management, medium- and long-term benefits were questioned against the transaction costs, a matter on which more information would be welcome.

46. **Mr. Donoghue** (Observer for Ireland) said that awaiting the conclusion of negotiations on the post-2015 development agenda before addressing such issues as mandates for entities would be a serious misunderstanding of the primary objective of development efforts. The United Nations development system had an essential role to play in scaling up proven interventions to tackle the most off-track Millennium Development Goals. To that end, it should act immediately to implement the "Delivering as one" initiative and ongoing structural reorganization within the entities. The relaunch of "Delivering as one" was well advanced and its objective of making the United Nations more relevant, efficient, effective and coherent, was even more important as Member States were accelerating progress on the Millennium Development Goals and formulating a new development agenda. The elements of that agenda would need to be delivered in a partnership between Member States and important actors.

47. National coordination mechanisms were showing marked improvements and needed to be matched by those of partners, including the United Nations. The reality on the ground that should inform entities in New York and elsewhere should be that United Nations Development Assistance Frameworks before 2016 must be completed and must take account of national action plans. The foundations of the post-2015 development agenda were already contained in resolution 67/226, which the United Nations system and Member States had to implement both at headquarters and in the field. Both the standard operating procedures and the headquarters plan of action must be acted on and carefully monitored in real time. Special efforts should be made to support United Nations country teams and Resident Coordinators, and to ensure cost-sharing for coordination of United Nations efforts. Working together in an integrated manner and breaking free of silo formations was clearly the way forward.

48. He welcomed the extensive efforts currently under way on the internal reorganization of development entities and hoped that the process of rebuilding strengths would remain people-centred while keeping pace with changing demands and key gaps in skills, speed of action, rising costs and declining core funding. It would be useful to identify systemic issues to ensure better results and coherence.

In sum, the United Nations was well-placed to support any post-2015 development agenda, and every effort should be made to help the Organization achieve that objective.

49. **Ms. Paik** Ji-Ah (Republic of Korea) said that the establishment of a system-wide review monitoring and reporting framework, the conclusion of a cost-sharing arrangement among United Nations development agencies, and the adoption of the "Delivering as one" standard operating procedures were commendable developments in the implementation of resolution 67/226. However, greater efforts were still needed in several areas, including alignment of individual agencies' strategic plans with the quadrennial comprehensive policy review outcomes and gender mainstreaming according to the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women. Better implementation of the review outcomes could not be achieved by political will at the leadership level alone; it would also require a strong results-oriented culture across the system and continued efforts to simplify and harmonize business practices, improve the division of labour, further decentralize authority from headquarters to the field, and improve vertical and horizontal communication.

50. Noting the decline in overall official development assistance and the greater imbalance between core and non-core resources, she called for the United Nations development system to make a greater effort to expand the donor base by renewing partnerships with diverse development actors and improving the quality of non-core funding. Lastly, the United Nations development system should do more to support South-South and triangular cooperation, considering their growing importance in the changing international development landscape.

51. **Ms. Schwalger** (New Zealand) said that Member States had a historic opportunity to build on the momentum for reform and renewal of the United Nations development system and to make it fit for purpose in a post-2015 era, with a focus on sustainable development and eradication of poverty and exclusion. The context in which the United Nations development system operated had changed radically since the Millennium Declaration, hence the need for serious rethinking in order to ensure that the system performed its task of ensuring justice and human dignity and improving people's livelihoods in a relevant, inclusive and energetic manner.

52. The quadrennial comprehensive policy review had been a milestone on the road to reforming the United Nations development system by institutionalizing a host of achievements at country level. As a result of such successes as the "Delivering as one" approach and various initiatives to simplify and harmonize business practices, the system was less fragmented, better coordinated and more results-focused than it had been five years earlier. New Zealand welcomed efforts to extend those achievements across the entire United Nations system and looked forward to working with others to tackle the harder reforms that lay ahead.

53. **Mr. Abdrakhmanov** (Kazakhstan) said that in order to strengthen the United Nations, an honest assessment of the overall performance, efficiency, accountability and results of each of its agencies was required. The limited mechanisms, human resources and funding available would have to be managed within the operations of the United Nations Development Group and the United Nations Development Assistance Frameworks in order to make them fit for purpose. United Nations agencies, the Member States and the Council should work together to shape governance structures, funding frameworks and methods of work to ensure a balanced and comprehensive development strategy. Home to nearly 75 per cent of the poorest people in the world, emerging middle-income countries were potential actors in a more equitable global policy- and decision-making process, which would enhance South-South cooperation to complement existing official development assistance. The principle of country ownership of development programmes should be firmly established at all levels.

54. A new strategy of improved coordination and system-wide coherence was needed to overcome weak and fragmented operations. Simultaneously, autonomy would help individual agencies raise global public awareness, perform advocacy, conduct research, promote best practices and establish standards in their specific sectors, while also collaborating on thematic issues. Greater financing commitments from Member States, stakeholders and the private sector would ensure the stability of programmes and enhance cooperation among agencies. The Organization's leadership would be strengthened by collaboration with civil society, the private sector and the media. Moreover, modern digital technology would enhance

United Nations operations and help the Organization reach a wider audience.

55. A more cutting-edge common evaluation system and methodology must be established to provide a uniform, measurable set of indicators and criteria, while taking into account each country's stage of development. The quadrennial comprehensive policy review, for instance, should focus on enhanced performance, strengthened delivery and United Nations influence on the development process at each level. The demonstrable advantages of "Delivering as one" could only be realized if the strengths of individual entities were harnessed fully. Implementing the standard operating procedures of the United Nations Development Group and better defining the role of the Resident Coordinator would streamline existing mechanisms. With relevant adaptations, "Delivering as one" could be expanded to cover a larger number of countries.

56. In that connection, Kazakhstan proposed that a United Nations regional hub for development and humanitarian assistance for Central Asia could be established in Almaty, with a view to enhancing and consolidating the delivery of United Nations programmes and services to the region. Such a hub would strengthen and coordinate the activities of some 16 United Nations agencies and many other international organizations currently in Almaty, with the ultimate aim of facilitating better engagement with all countries of the region on sustainable development, capacity- and resilience-building, disaster risk reduction and humanitarian assistance.

57. **Mr. Mbalati** (South Africa) said that the quadrennial comprehensive policy review had marked a milestone towards the establishment of a single, comprehensive monitoring and reporting framework. Addressing the challenges of meeting the Millennium Development Goals and sustaining the gains beyond 2015 was a priority. An effective, coherent and consistent operational activities development system was therefore needed. Despite stagnating since 2009, core contributions to operational activities for development were non-negotiable, since they were the bedrock of those activities. Non-core resources, on the other hand, were highly restrictive and led to fragmentation, competition and overlap among United Nations agencies. A fair balance between core and non-core resources was therefore essential if Member States were to take ownership of a strengthened Council as it guided the activities of the United Nations developing system. That balance could be achieved with increased contributions by developed countries to the core budgets of the United Nations development system.

58. Official development assistance was a key source of funding for developing countries. In that regard, developed countries should honour their commitment to meet the target of 0.7 per cent of gross national income for such assistance to developing countries by 2015. An effective partnership with programme countries in the delivery of operational activities for development was also of the essence. South-South and triangular cooperation had been effective as a complement to traditional North-South cooperation. The United Nations Office for South-South Cooperation had played a critical role in ensuring a system-wide approach by, among other things, sharing its expertise and successful development solutions.

59. His delegation called on the funds and programmes to satisfy the request made by the General Assembly in its resolution 67/226 to present proposals for the definition of common principles for the critical mass of core resources, which might include the level of resources adequate to respond to the needs of the programme countries and to produce the results expected in strategic plans, including administrative, management and programme costs. Lastly, operational activities for development should remain universal, voluntary, neutral and responsive to the needs of developing countries.

60. **Mr. Silberberg** (Germany) said that his delegation took note of the Secretary-General's report (A/69/63-E/2014/10), which was indispensable for the Council to be able to fulfil its mandate. That report had been prepared under challenging circumstances because the reports of the funds and programmes that fed into it were not yet available. The implementation of the standard operating procedures was at the heart of the quadrennial comprehensive policy review agenda. In that connection, the recently adopted headquarters plan of action was a particularly welcome development.

61. Country offices had made considerable effort during the pilot phase of "Delivering as one" to identify best practices for enhancing the efficiency and coherence of United Nations operations. It was time for headquarters procedures to be brought into line with

the standard operating procedures, in order to increase efficiency by decreasing duplication of planning and reporting processes and harmonizing business practices. Comprehensive guidance would have to be disseminated and implemented soon ahead of the revision of around 80 United Nations Development Assistance Frameworks in 2014/2015.

62. While the cost-sharing arrangement for the Resident Coordinator system would improve the performance of the United Nations Development Group in the field, much remained to be done, since only 0.8 per cent of the budget for operational activities for development was allocated to the Resident Coordinator system. His delegation called upon the Secretary-General and the United Nations Development Group to ensure that Resident Coordinators and country teams were being strengthened through the cost-sharing agreement, without causing a reduction in resources. The Secretary-General should closely monitor the impact of the agreement and report to the Council in 2015.

63. Business support services were also key to the implementation of the quadrennial comprehensive policy review outcomes. Integrated service centres for United Nations country teams were in place in some countries but more centres were needed to provide services at the country level. The adoption of new country programme document formats was a step towards harmonized planning at the country level. The policy review had led to a request for proposals for the consideration of common programme documents for "Delivering as one" countries, but there was no mechanism for knowing whether that request had been satisfied and what remained to be done to implement the "One programme" idea at country level. The Secretary-General should therefore report to the Council in 2015 on how the coordination of those documents and their contribution to the implementation of the United Nations Development Assistance Frameworks could be identified and monitored.

64. **Mr. Hoxha** (Albania) said that the operational activities segment provided an opportunity to reflect on the efficiency and coherence of United Nations operational activities for development and to ensure that the United Nations system was fit for purpose alongside other powerful and non-traditional development actors in the context of the changed development cooperation landscape. Even though developing countries were increasingly driving their own development and taking greater responsibility for programme implementation and many of them had graduated to middle-income status, they still counted on the United Nations development system as a partner or intermediary for enabling other forms of cooperation, such as South-South or triangular cooperation.

65. The United Nations needed to deliver results through a participatory process at the country level that was aligned with development priorities and supported realistic investments to reach development goals. The combination of planning and delivery made it essential to monitor the implementation of the quadrennial comprehensive policy review outcomes. The operational activities segment was responsible for improving reporting on those outcomes. In that connection, his delegation welcomed the development of a single, coherent and comprehensive system-wide monitoring and reporting framework for the policy review and the many achievements captured in the report of the Secretary-General (A/69/63-E/2014/10).

66. It was no surprise that "Delivering as one" had featured as the most efficient way to deliver development assistance at the country level. His delegation therefore welcomed the establishment of a monitoring and evaluation framework to track the contribution of "Delivering as one" countries to the enhanced relevance, efficiency, effectiveness and coherence of the United Nations system. The standard operating procedures to be implemented at all levels would test the system's ability to evolve, plan and implement in a different and better way. The cost-sharing agreement for the Resident Coordinator system, the mutual accountability framework and the efficiency of the firewall function would ensure the smooth functioning of country teams. The measures taken to ensure co-ownership of the country teams would also lead to greater alignment with national development agendas.

67. Lastly, although the One Fund ensured transparency, lower transaction costs, results-based funding, coherence and accountability at the country level and had motivated organizations to work together, support for such pooled funding mechanisms had decreased. He called on supporters of the "Delivering as one" countries to continue providing support to the One Fund.

68. **Mr. Ruiz** (Colombia) said that the Millennium Development Goals strategy had contributed to significant gains in poverty reduction, but the post-2015 development agenda would establish the structural parameters and credible strategies for sustainable development. It that connection, the agenda should be designed based on a single, universal and inclusive approach to ensure that the results obtained were irreversible. It would also require the establishment of a global partnership for development based on Goal 8 and the mobilization and effective channelling of financial resources. The increasing need for sufficient and predictable funding to support the achievement of internationally agreed goals and implementation of the post-2015 agenda would require the fulfilment of official development assistance commitments and the use of innovative funding mechanisms.

69. The lack of progress in the implementation of the mandates derived from the quadrennial comprehensive policy review relating to the operational activities of the United Nations development system was a cause for concern, especially with regard to the concept of a critical mass of core funding. In spite of repeated calls by the General Assembly to redress the imbalance between core and non-core funding, the latter had continued to increase and core funding had accounted for only 28 per cent of all resources in 2012. The establishment of South-South and triangular cooperation programmes had also been slow and measures were needed to overcome obstacles to broader cooperation.

70. Operational activities for development were universal, voluntary, neutral and flexible and needed to be in alignment with the national development strategies of each country. Efforts to enhance national evaluation capacities should be intensified so that each country could have more and better tools for evaluating the impact of those activities while promoting joint planning among all stakeholders to reduce duplication and build partnerships.

71. The use of per capita income as a means of classifying middle-income countries was too simplistic and limited. Those countries were home to 70 per cent of the world's poor and were characterized by significant inequalities. They therefore still required assistance from the United Nations development system. Nonetheless, that assistance must be improved and tailored to the needs of the countries, as spelled out in General Assembly resolution 68/222 on development cooperation with middle-income countries.

72. Lastly, despite the undeniable benefits derived from "Delivering as one", it was important that the initiative should remain voluntary, since there were no "one size fits all" solutions. Colombia was involved in ongoing South-South cooperation with Uruguay to benefit from that country's experience as a "Delivering as one" pilot country and to potentially become a self-starter itself.

73. **Mr. dos Santos** (Brazil) said that one of the main purposes of the operational activities segment was to ensure proper implementation of the legal and political guidelines arising from the quadrennial comprehensive policy review. In that connection, the funds, programmes and agencies needed to work in accordance with the national priorities of developing countries. South-South and triangular cooperation was very important in that regard. The United Nations was the only body that could legitimately and effectively articulate principles and coordinate activities as the basis for collective action for development from 2015 onwards. In that context, a strengthened Council should transform the Development Cooperation Forum into a standard-setting reference in the multilateral architecture of development cooperation.

74. The debate on cooperation for development should not be influenced by third parties outside the United Nations who did not represent all stakeholders, particularly developing countries. It should not be limited to aid effectiveness and should take into account South-South cooperation, which did not have the same rationale as North-South cooperation. To remain relevant, operational activities for development should be flexible and accountable, with predictable and increased funding that struck a better balance between core and non-core resources. Financial assistance arrangements should not lead to a reduction in previous commitments made by developed countries. Private sector participation or South-South cooperation involving a developed country as a third party could not be considered part of the fulfilment of official development assistance commitments.

75. The coordinating role of the United Nations was vital as a means of ensuring the predictability of resources and avoiding fragmentation. Past experience with Millennium Development Goal 8 showed that it was important to measure the fulfilment of official

development assistance and technology transfer commitments. The United Nations needed to fulfil its new mandates arising from the outcome document of the United Nations Conference on Sustainable Development, as well as in the framework of the post-2015 development agenda.

76. **Mr. Bhattarai** (Nepal) said that the Council needed to coordinate and monitor the operational activities of the United Nations to ensure that they were consistent with the development needs of programme countries, on the basis of the principle of national ownership and leadership. A "one size fits all" approach would not provide adequate solutions. The establishment of a single monitoring and reporting framework provided measurable and result-oriented indicators. The adoption of standard operating procedures for "Delivering as one" countries would help to link development activities to the lives of the poor. There was also a need for mutual accountability between programme countries and development partners, including the United Nations.

77. As a land-locked, mountainous country emerging from conflict and one with a high-cost economy, Nepal nevertheless aspired to graduate from least developed country status by 2022. Developed countries needed to meet the target of 0.15 to 0.20 per cent of gross national income for official development assistance, and the United Nations should work to ensure the full implementation of the Istanbul Programme of Action for least developed countries. There was a need for a predictable critical mass of core funding. Not only had core contributions been declining, but the imbalance between core and non-core resources had also been increasing. The United Nations should increase its support for South-South cooperation as a means of building productive capacity in the least developed countries.

78. **Mr. Wang** Min (China) said that the United Nations development system and agencies should pursue their efforts to implement resolution 67/226 while preserving the universal, voluntary, grant, neutral and multilateral nature of operational activities for development, and respecting the principle of national ownership and leadership. The main focus should be on eradicating poverty by increasing the capacities for self-development of developing countries. His delegation hoped that the United Nations development system would continue making efforts to implement the resolution in line with the overall goal of poverty eradication. That goal should remain central to the post-2015 development agenda.

79. Improving financing for development required a two-pronged approach: increasing core resources and enhancing the quality of non-core resources. Developed countries should shoulder the primary responsibility for financing for development by fulfilling their official development assistance commitments and increasing assistance to developing countries. Improved management of the United Nations development system would leverage operational advantages and avoid overlapping of mandates, while ensuring that assistance programmes were in line with the development strategies and priorities of recipient countries. A "one size fits all" approach should be avoided.

80. South-South cooperation had increased in recent years as had the number of participants in development cooperation, but it remained a complement to, not a substitute for, mainstream North-South cooperation, which should not be diluted. His Government had incorporated the Millennium Development Goals into its national strategy for development and would continue to deepen reforms, open up to the world and pursue sustainable development in the economic, social and environmental spheres. It would also continue to provide assistance to other developing countries, including the least developed countries, and work with the United Nations development system and other countries to reinforce South-South and triangular cooperation, in order to help developing countries achieve the Millennium Development Goals as quickly as possible.

81. **Mr. Gupta** (India) said that for the United Nations development system to be successful globally, it should focus on poverty eradication, which was the overriding priority for developing countries and the greatest challenge for the world as a whole. Resolution 67/226 included a section dedicated exclusively to poverty eradication and also acknowledged that the eradication of poverty through the development of national capacities in developing countries should continue to be a core area of focus for the United Nations development system. The true test of the operational activities segment would be to ensure that the United Nations development system provided developing countries with effective implementation mechanisms to help them eradicate poverty.

82. While the quadrennial review had identified capacity-building, employment generation, education, vocational training, rural development and the mobilization of resources as concrete instruments to be used by the United Nations development system to tackle the challenge of poverty eradication, those aspects were surprisingly missing from both the report of the Secretary-General (A/69/63-E/2014/10) and the Secretariat's explanation on the operational activities segment so far. The recent global economic slowdown had adversely affected the plans of Governments in developing countries to even consider scaling up financing for development. The requirement of enhanced official development assistance was therefore all the more critical at a time when developing countries were facing curtailed capital flows, economic slowdown and increased programming requirements. Those needs must be met by increasing official development assistance, promoting investment and trade, and facilitating technology transfer to developing countries.

83. Policy conditionalities, which were tied to donor-driven aid arrangements for development activities, also had a negative impact on those countries. The United Nations operational activities for development should therefore feed into national development plans and not be accompanied by conditionalities. It was also important that development projects flowing from the multilateral platform should not be strait-jacketed through rigid rules and regulations or policy prescriptions. Flexibility and adaptability were the keys to their success and those must not be compromised. The fundamental principles of national ownership and adherence to national development priorities must be the pivots around which United Nations development activities were undertaken.

84. While the United Nations development system should assist developing countries in implementing South-South cooperation projects whenever such help was requested, its Office for South-South Cooperation, the only entity in its development system mandated to address South-South cooperation, was itself facing severe resource constraints. His Government's approach to such South-South cooperation had been to share its experience and knowledge in a spirit of solidarity with other countries from the South, as evidenced by the India, Brazil and South Africa (IBSA) Fund, which had been established in partnership with the United Nations Office for South-South Cooperation. He hoped that that Office would be given the resources it needed to fulfil its mandate.

85. Strengthening institutional capacities in developing countries had to be a key focus area of any operational activity for development and a strategic choice that should be made and sustained by all stakeholders. Many countries could do more if additional financing and technologies were available. Unfortunately, there was little evidence of support from the industrialized countries in those areas. His delegation hoped that that imperative would be recognized and addressed sooner rather than later.

86. Lastly, India stood ready to provide its fullest support for and remained steadfastly committed to the full implementation of the mandates derived from the quadrennial comprehensive policy review. Selective implementation which benefited only a few and ignored the interests of the larger developing world might not be prudent. The real task for the crafters of the post-2015 development agenda would be to give practical shape and meaning to the guidance provided by the review and to ensure the effective implementation of its outcomes.

87. **Mr.** Masood **Khan** (Observer for Pakistan) said that the United Nations should use its operational activities to support the nationally identified priorities of developing countries and to strategically leverage those countries' existing capacities to help them enhance their effectiveness, efficiency and sustainability. Since those operational activities could not take place without adequate and predictable financing, donors should endeavour to address the continuing imbalance between core and non-core funding to enable the United Nations development system to deliver on its intergovernmentally agreed mandates. The United Nations system should develop appropriate modalities and frameworks for partnering with the private sector in development. It must also continue its efforts to simplify its rules and procedures, harmonize its business practices, develop efficient support services, and ensure that its different entities worked in an integrated manner and in line with the priorities of programme countries.

88. The Millennium Development Goals had provided his Government with concrete socioeconomic targets in the areas of good governance and social justice and had enabled it to drastically reduce its poverty and child mortality rates, improve maternal

health and women's empowerment, and increase spending on health care and education. His Government considered the United Nations a strong partner not only for the achievement of the Millennium Development Goals but also for the country's development. That partnership had already produced positive results in the areas of poverty reduction, institution-building, empowerment of women, disaster management, environmental and climate change, and data collection and collation.

89. **Mr. Kodga** (Burkina Faso) said that to ensure the proper execution of their operational activities, the entities of the United Nations system must cooperate more closely with one another, align their programmes with national priorities, improve their coherence, and reduce duplication and transaction costs. In that connection, coordination and coherence of operations must be improved and results-based management implemented in programme countries. The entities must invest in building the capacities of their employees and improving their monitoring and evaluation systems, and take initiatives that promoted a results-based culture.

90. While undeniable progress had been made with regard to gender equality and women's empowerment, the United Nations Development Assistance Framework guidelines for gender equality should be implemented fully. The funds and programmes must also redouble their efforts to help programme countries strengthen their national capacities for evaluating the monitoring of operational activities for development. Given the decline in official development assistance, the quality and quantity of financing for operational activities should be improved, using innovative methods such as the "common basket" initiative which his country had tried out with its development partners. South-South and triangular cooperation could also be helpful as a complement to North-South cooperation. Member States and the United Nations system should cooperate more closely to find the best solutions for enhancing operational activities in order to meet national development priorities.

91. **Mr. Milanović** (Serbia) said that the United Nations system in general and the funds, programmes and agencies in particular had a crucial role to play in the achievement of the Millennium Development Goals and the elaboration of the post-2015 development agenda. The comprehensive and coherent fulfilment of the quadrennial comprehensive policy review mandates was essential in that regard. Of the 25 United Nations agencies that dealt with Serbia, 18 had a presence in the country. The priority areas of the current United Nations country partnership strategy for Serbia, which covered the period 2011 to 2015, were strengthening good governance; sustainable development and social inclusion; and regional stability and cooperation. Despite a decline in development assistance, Serbia had devoted substantial resources to achieving many of the Millennium Development Goals, including those of improving maternal health, reducing child mortality and improving health care.

92. In 2014, the United Nations country team and the Serbian Government would start preparing the United Nations Development Framework for Serbia for the period 2015-2020. They would consult with all relevant stakeholders in order to identify a niche in the development arena where the United Nations country team had a comparative advantage, especially in the context of the ongoing European Union integration process. Every effort would be made to ensure that the United Nations country team responded to Government-identified development priorities that were complementary with the European Union integration agenda. In that connection, it was vital that the United Nations country team should continue to support the Government in its negotiations with the European Union.

93. As a country in transition with a significant population of refugees and internally displaced persons, Serbia faced particular challenges and impediments that could be overcome through its cooperation with the United Nations agencies and programmes. In that regard, it was important to broaden the donor base and to increase the number of partners making financial contributions to the United Nations development system. His delegation therefore called on the United Nations funds, programmes and specialized agencies to report to their governing bodies on those issues. Serbia also recognized the important role of core resources and called for more predictable, stable and long-term funding for United Nations operational activities.

94. **Ms. Kirpichenku** (Russian Federation) said that the discussions on the consequences of implementing General Assembly resolution 68/1, concerning the strengthening of the Council, on the United Nations development system were important to help the Organization reduce its transaction costs. In that

connection, it would be useful to obtain more information on how updated information on the funds and programmes would be incorporated in future reports of the Secretary-General. With regard to the financing of operational activities, it was a priority to have United Nations presence in the most vulnerable countries and for targeted assistance to be provided to middle-income countries through the United Nations development system.

95. While the suggestion that non-core resources might be used to meet the development needs of programme countries was welcome, it would be unwise to review the cost-recovery rates or to discuss the methodologies for their calculation before 2016, when the mid-term review of the integrated budgets of the agencies would be undertaken. Priorities for programme activities should continue to include combating poverty and unemployment, strengthening socioeconomic capacity, improving health care and education, increasing humanitarian assistance and revitalizing infrastructure. Measures should also continue to be taken to facilitate collaboration between the United Nations system and new and emerging donors as well as partners in South-South and triangular cooperation.

96. Lastly, her delegation favoured the establishment of closer linkages with the programmes, funds and specialized agencies and the regional commissions with regard to international development and operational activities.

97. **Ms. Mogobe** (Botswana) said that since the overarching objective of the quadrennial comprehensive policy review was to achieve a more coherent, efficient and effective United Nations, universal in nature and representative of all Member States, that review should address developmental challenges from a global perspective, particularly at a time when the world was scrambling to achieve the Millennium Development Goals and mapping out a new developmental framework. The review should ensure that all United Nations entities mainstreamed sustainable development into their operations, including their strategic plans and programming.

98. Despite the positive average economic growth that had been recorded by middle-income countries, the broad classification of that group masked high levels of poverty, inequality and other serious gaps. Most of those countries, which accounted for two thirds of the world population still living on less than $1.25 per day and accounted for more than 75 per cent of the world's poor, were lagging behind in the achievement of internationally agreed development goals for a multitude of reasons, including grave resource constraints. They faced challenges associated with poverty, access to health, undernourishment, access to safe drinking water, sanitation services and quality education, along with high unemployment.

99. The much-sought stronger and improved United Nations system should therefore make specific provisions to respond to the needs of middle-income countries, taking into account their individual peculiarities and incorporating the need for technology transfer, development assistance and the building of their productive capacity. That goal could be achieved, for instance, by establishing an inter-agency action plan that delivered results through a well-coordinated, comprehensive and cohesive structure. If the challenges they faced were not addressed comprehensively, middle-income countries could lose the economic gains that they had achieved and recede into low-income status. The international community, which had an obligation to ensure that no country was left behind, could not ignore that reality.

100. **Mr. Ali** (Sudan) said that the quadrennial comprehensive policy review was a valuable tool for improving the efficiency, effectiveness and impact of United Nations operational activities for development The recent decline in official development assistance, which had adversely affected many developing countries, was a cause for concern. The United Nations must respond to the development needs of each country on an individual basis and not based on a "one size fits all" approach.

101. Poverty eradication remained a priority for developing countries. In that regard, the contribution of the United Nations development system was crucial, as were national efforts to create real and equal job opportunities and to facilitate social integration for all, including women and other vulnerable groups. In order to achieve the desired goals, the official development assistance commitments of developed countries to developing countries must be fulfilled, unjust unilateral economic sanctions must be lifted, and the debt burden of developing countries must be relieved.

102. Greater support was needed from the United Nations system to enhance South-South cooperation,

which was an expression of solidarity among States and peoples in their efforts to achieve internationally agreed development goals and become self-sufficient. In that connection, he called for the role of the United Nations Office for South-South Cooperation to be strengthened, and for donor nations to increase their contributions to core funding, as core resources remained the cornerstone of United Nations operational activities for development.

103. **Ms. Robl** (United States of America) said that the funds, programmes and specialized agencies of the United Nations system deserved commendation for the significant reforms they had undertaken in the past 15 months. The United Nations Development Group monitoring and reporting framework, the "Delivering as one" standard operating procedures, the progress on common premises, and the effort by the High-Level Committee on Management to promote and monitor the harmonization of business practices were just a few examples of the concrete steps the United Nations development system had taken to make the quadrennial comprehensive policy review reforms a reality. As 2014 marked the halfway point to the next policy review, the Council should focus on ensuring that the mandates flowing from the current review were implemented in the time remaining. That would ensure that the new Council schedule was used appropriately, in line with the Council's mandated responsibilities, rather than adding new duplicative mandates elsewhere in the United Nations development system.

104. Her delegation had taken note of the specialized agencies' calls to Member States to deliver coherent policy guidance at all levels, and not to confuse mandates or clog in-boxes with additional demands that detracted from their missions. The active engagement of programme countries, including the "Delivering as one" pilot countries, in the debates of the current operational activities segment had been especially appreciated. Those countries had been able to share their critical perspectives and to remind participants of the goal of better delivery of development results for people around the world.

105. **The President**, in his concluding remarks, said that owing to the dramatic changes in the development landscape, the United Nations system, Governments of donor and programme countries and governance bodies alike simply had to be fit for purpose. The need to adopt a unified and universal post-2015 development agenda focusing on sustainable development and poverty alleviation called for greater alignment of the work of individual United Nations entities with common strategic objectives that were based on national development plans and guided by increased policy integration and operational coherence. That would entail a rethinking of business models and governance arrangements for the better alignment of vertical and horizontal accountabilities.

106. The United Nations system should help programme countries to strengthen their capacity to eradicate hunger and poverty, improve gender equality and health care, and reduce maternal mortality, inequality and unemployment, especially among the youth, in order to improve their chances of achieving the Millennium Development Goals. The recent decline in official development assistance should be reversed and the capacity of developing countries for domestic resource mobilization should be strengthened. The "Delivering as one" standard operating procedures represented a flexible and effective approach to enhancing the coherence and effectiveness of the United Nations development system. The added value of those procedures lay in a core set of elements which, with strong Government ownership, could lead to cost savings that could then be redirected to programme activities.

107. There was a need to promote flexibility and innovation in the approach to official development assistance. The effectiveness of the functional firewall for the Resident Coordinator system could facilitate the participation of the specialized agencies, which should in turn devolve some of their authority to country representatives. In countries undergoing transition, relief and development should be pursued simultaneously, and not consecutively, with country teams and missions participating. National actors should be responsible for identifying the problems and their solutions, with the participation of all stakeholders. A comprehensive response was needed that did not approach issues by categories or sectors, and that focused on integration and not aggregation.

108. It was particularly important to address the inflexibility of funding, because what was needed was not so much more funding as more flexible funding. The building of national capacities for credible public financial management frameworks and coherence in donor behaviour would be crucial for success in that regard. Multi-stakeholder partnerships, including issues-based alliances, could be an effective way of

mobilizing resources to address important interdisciplinary issues. That was conditional on clarity about the role of the different partners and on the partnership being guided by the principles and the mandates of the United Nations agencies. With the increasing influence of non-State stakeholders in such partnership arrangements, mechanisms were needed to prevent undue influence of vested interests, so that national policy spaces, norms, standards and quality assurance mechanisms could be adequately safeguarded. Policy coherence within Governments and across governing bodies of United Nations agencies was critical for the United Nations to deliver as one.

109. The executive heads of the funds, programmes and specialized agencies had indicated that the United Nations Development Group was committed to the full and timely implementation of General Assembly resolution 67 /226. The common framework for monitoring the quadrennial comprehensive policy review, which had strong system-wide ownership, was a particularly important step to that end. The United Nations development system was well on its way to becoming more coherent, more effective and more efficient. The search for common ground in defining opportunities and tackling challenges to enable the Organization to become better fit for purpose marked a good beginning for a dialogue that should be pursued.

110. He took it that the Council wished to suspend its 2014 operational activities segment and to resume it at a later date.

111. *It is so decided.*

The meeting rose at 1.35 p.m.